

DD/A 79-0650/1
ER 79-5235
26 Feb. 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence
FROM : Deputy Director for Administration
SUBJECT : Establishment of Agency-wide ADP Professional Standards
REFERENCES : a. Memo to EAG Members fm DDCI dtd 26 Jul 73,
subject: Management of Automatic Data
Processing Resources (ER 78-3760)
b. DDA memo to multiple addses dtd 28 Aug 78,
same subject (DDA 78-2966)

1. Action Requested: This memorandum transmits, for your information and approval, the findings and recommendations of an interdirectorate task force on Agency-wide ADP Professional Standards.

2. Background:

a. Reference a., in its attachment, assigned responsibility to the Deputy Director for Administration to formally study the following issue:

"establish an . . common, Agency-wide ADP professional standards (feasibility studies, requirements definition, specification standards, and programming standards to name a few)."

A report on the findings of this study were to be submitted to you by 15 December 1978. This deadline was subsequently extended to 15 February 1979.

b. In Reference b., Mr. Blake asked the Director of Data Processing to assume overall responsibility for the study and appoint a chairman for the task force. He also asked the several addressees of that memorandum to nominate representatives to the task force.

STATINTL

c. The task force was formed under the chairmanship of [redacted] Deputy Director for Applications, ODP. The attached report documents their study and makes three recommendations for your approval.

3. Staff Position: The Director of Data Processing and I believe that this report represents a sensible and significant first step in establishing Agency-wide ADP Professional Standards. This belief is shared by the members of the task force, who represent the major Agency components with an interest in this study, and who have concurred in this report on behalf of their components. The implementation of the study's recommendations can be accomplished with no direct impact on resources. The Director of Data Processing is prepared to submit to me an annual report of progress and accomplishments in implementing the recommendations.

4. Recommendation: I recommend that you accept this report and approve its recommendations by signing this transmittal memorandum.

Frank: I think this is good work - 151
committee should be
commended. Don

Don I. Wortman

Attachments: a/s

APPROVED:

151 F Carlucci
Deputy Director for Central Intelligence

March 1, 1979
Date

DISAPPROVED:

Deputy Director for Central Intelligence

Date

Distribution:

Original & 1 - Addressee
1 - DCI Exec. Registry
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O/D/ODP/CDMay, Jr.:caj/16 February 1979

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EXECUTIVE SUMMARY

15 July 1977

(U) This paper is the third in a series of responses to four ADP issues identified by the DDCI in his memorandum to EAG members dated 16 December 1976 that should be addressed by the EAG. The DDCI's goal in identifying the issues was to "take positive steps during the coming year to improve central management of our total ADP program." The first two issues were discussed by the EAG on 31 March and 5 April 1977. Agreement was reached on actions to improve senior management control of the month-to-month use of central services and to improve top management's ability to plan future ADP resource requirements. This paper discusses Issue 3 - that relating to the issue of centralization vs. decentralization of ADP in the Agency. The Issue is stated as follows in the DDCI memo:

"What balance should we be striving to achieve between centralized and decentralized computer facilities? I understand that there are many complex balances involved, including dedicated vs. massive machines, distributed vs. central processing, and decentralized vs. centralized systems development."

(U) This paper approaches this issue by studying three aspects of the centralization/decentralization issue: facilities, professional personnel, and management. It takes stock of the current situation and how we got here, examines the factors bearing on the issue, then reaches some conclusions and provides recommendations for the EAG. The conclusions and recommendations of this paper are summarized in the following paragraphs.

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The Agency currently has a mix of centralized/decentralized ADP facilities which has evolved with little central direction or overall plan. Technology has made the mini-computer an increasingly attractive alternative to the central system and there are pressures to employ more minicomputers in the Agency. Many applications can be better satisfied on a minicomputer system, but case-by-case studies are needed to make this determination. It is likely that decentralized minicomputers will grow in the Agency at a much faster rate than in the past. Large central general purpose computer facilities will continue to be required for the foreseeable future. No specific mix of centralized/decentralized ADP facilities can or should be established by the Agency, but better central planning is needed. Agency policies should not inhibit the growth of minicomputers when they offer a better alternative to the central system.

(U) As more computer facilities are decentralized in the Agency, it is important that more attention be given to maintaining professional standards for ADP personnel who will design and implement both the centralized and decentralized facilities and applications. This is essential if we are to maintain high quality ADP service in the Agency. A study should be conducted on the desirability of an Agency-wide ADP professional career service. Also, a central source of professional ADP advice and assistance should be available to user components that are considering acquiring ADP systems, especially

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minicomputers. User components should also be able to establish their own ADP support groups, if they prefer.

(U) Currently, the Agency does not have any central policy, planning, or management relating to the acquisition of dedicated minicomputer facilities. At the same time, the Agency is under increasing external pressure to speak with one voice on ADP matters to external organizations who are dealing with ADP policy, resource, and management issues. It is essential that the Agency provide a high level central mechanism for policy formulation, planning, and resource control of ADP, and for representing the Agency's interests to these external organizations. This is particularly important if we move toward an increasingly decentralized environment.

(U) In summary, the recommendations are that:

- a. - Minicomputers should continue to be employed by the Agency where they offer a cost/effective alternative to the central system.
- b. Responsibility should be assigned for providing Agency-wide technical support to offices considering ADP systems, especially minicomputers.
- c. Responsibility should be assigned for providing Agency-wide long and short term ADP planning.
- d. Responsibility should be assigned for formulating ADP policy for the Agency and for representing the Agency's ADP interests to external organizations.
- e. Responsibility should be assigned for conducting a feasibility study of an Agency-wide ADP professional career service.
- f. Resources should be provided to fulfill the above responsibilities as assigned.

DDA 78-2966/2

28 August 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence /
Deputy Director for National Foreign Assessment /
Deputy Director for Science and Technology /
Acting Deputy Director for Operations /
Acting Director of Communications /
Chief, Information Systems Analysis Staff /

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: Establishment of Agency-Wide ADP Professional
Standards

REFERENCE: Memo dtd 26 Jul 78 to EAG Members fr DDCI, subj:
Management of Automatic Data Processing Resources

1. Reference memorandum, in its attachment, assigns a responsibility, amongst others, to the Deputy Director for Administration to formally study the following issue:

"establish an . . . common, Agency-wide ADP professional standards (feasibility studies, requirements definition, specification standards, and programming standards to name a few)."

A report on the findings of this study is to be submitted to DDCI by 15 December 1978.

2. I am asking the Director of Data Processing to assume overall responsibility for this study and he will appoint both a chairman for the study group as well as representation from ODP to be members of the group. I now ask that addressees (DDCI for the O/DCI) nominate to the Director of Data Processing a member to the study group to represent their interests. It is suggested that the DUS&T may wish to nominate two members, one specifically to represent NPIC and the other to represent the balance of that Directorate.

3. Because of the somewhat general nature of the tasking, the first endeavors of the study group will be devoted to problem definition and then the establishment of the scope of the study.

4. The same reference memorandum also requested this Directorate to undertake a study on the matter of creating an Agency-wide ADP career service. That responsibility has been assigned to the Office of Personnel. I have asked the Directors of Personnel and Data Processing to assure the maintenance of close liaison because of the interrelationships that exist between the two study topics.

5. Addressees are asked to submit their nominations directly to Mr. Danny May, Director of Data Processing, by 4 September. The group will be convened upon the call of the chairman.

John F. Blake

Att:
Ref memo

cc: D/ODP
Acting D/Pers

STATINTL

Executive Register
78-8767/16

26 JUL 1978

DB/A Regis

78-291

MEMORANDUM FOR: Executive Advisory Group Members
FROM : Deputy Director of Central Intelligence
SUBJECT : Management of Automatic Data Processing Resources

1. (A/IUO) The purpose of this memorandum is to set forth Agency policy with respect to continuing Executive Advisory Group (EAG) involvement in the management of Agency Automatic Data Processing (ADP) resources. In the formulation and prioritization of the Agency's budget, ADP resource requirements should be evaluated within the context of component and directorate responsibilities and should compete with other available component resources (i.e., positions, contractor support, and the like). The EAG's review and management of ADP will therefore be concentrated on Agency-level considerations—utilization of the central ADP facility and the relationship of ODP costs to specific user office missions which directly benefit from these expenditures, long-range planning, and issues relating to the question of centralized/decentralized application of ADP technology.

2. (A/IUO) The EAG will, in conjunction with its review of the Agency's Program Plan each year, specifically focus attention on the proposed functional uses of ADP and on proposed major ADP investments. Included will be reviews of:

- a. Component ADP activities which in the aggregate exceed \$250 thousand of component-budgeted resources;
- b. New ADP initiatives identified in program plans;
- c. Expansion of ODP computing or service capacity; and
- d. The impact of the ZBB ranking process on requested ADP resources.

3. (A/IUO) The EAG will, during the first quarter of each fiscal year, review the planned current-year utilization of the central system (i.e., ODP) and at its discretion, other large ADP activities.

- a. The annual review of ODP will consist of examining projects—normally defined as individual user requirements—estimated to consume \$250 thousand of ODP resources in that fiscal year. Users and ODP will jointly present each project in accordance with criteria established by the EAG. This

review will result in an EAG-approved plan for the consumption of ODP resources for the fiscal year that is sensitive both to user needs and to the level of resources that can be committed to the central ADP facility.

b. Concurrent with (a) above, the EAG will review, with ODP assistance, current-year component implementation plans for new ADP initiatives and expanded decentralized ADP capacity, the planning for which was reviewed some 15 months prior (i.e. the program plan). This review will primarily be directed towards changes in requirements and available technological alternatives.

c. The combination of (a) and (b) above are intended to insure that Agency-ADP resources are being applied to those important problems where a high, economically acceptable payoff can be demonstrated or projected.

4. (A/IUO)¹ Any (1) component ADP initiatives or (2) projects supported by ODP that were not included in the fall review described in paragraph 3 that are initially estimated to cost a total of \$250 thousand or more during the first three fiscal years, will require EAG approval prior to initiation. Likewise, ongoing projects not initially estimated to consume \$250 thousand of ODP resources (and, therefore, not reviewed in the fall) will require EAG approval if updated estimates indicate that ODP costs will exceed the review threshold. In each of the above cases, user offices, in coordination with ODP, will submit required data to the Comptroller, who will arrange for EAG review. User offices will be guided by the instructions contained in annual ADP guidance memoranda.

5. (A/IUO) Each year following the EAG's review of current-year ADP programs, an appropriate guidance memorandum will be issued. Attached is such guidance for Fiscal Year 1978.

6. (A/IUO) The policies established herein are intended to ensure that senior Agency management remains positively involved in ADP matters, both as a sound management practice and to assure external reviewers that our utilization of requested ADP resources is necessary, beneficial, and firmly under control.

/s/ Frank C. Carlucci

Frank C. Carlucci

Attachment:
As Stated

Attachment to EAG Memorandum Concerning the Management of Automatic Data Processing Resources

Subject: FY 1978 Review of Major ADP Projects and Issues

1. (A/IUO) The purpose of this guidance is to record decisions made by the EAG in its review of major ADP projects supported by the Office of Data Processing (ODP) in FY 1978 and to address other related ADP management issues.

2. (A/IUO) All projects reviewed are approved and ODP will support them in FY 1978 to the extent indicated during the individual project reviews. ODP will monitor the costs incurred within ODP for each project and will concurrently notify the user office and the Comptroller when incurred costs reach 75 percent of the approval level. User offices will be responsible for validating their project requirements for the remainder of the fiscal year. If increased requirements result in ODP costs projected to exceed the approval level by more than 10 percent, user offices in coordination with ODP will provide to the Comptroller, within ten working days of the ODP notification, justification for continued fiscal year ODP support. The justification will include:

—an explanation of the need for increased ODP services;

—a new projection of the cost of ODP services required for the remainder of the fiscal year; and

—a statement addressing the availability of ODP resources to provide the increased services and the impact on the user organization if the increase is not approved.

The Comptroller will arrange for EAG review of the increased funding request.

3. (A/IUO) ODP will concurrently inform the Comptroller and user offices in all instances where ongoing ODP-supported FY 1978 projects, or previously reviewed by the EAG, are estimated to grow to \$250 thousand or more. The user office, in coordination with ODP, will provide to the Comptroller, within ten working days of notification, a completed Project Decision Form. The Comptroller will arrange for EAG review of the project.

4. (A/IUO) New FY 1978 ADP projects estimated to consume \$250 thousand or more of ODP resources through FY 1980 will require EAG approval prior to initiation. The user office, in coordination with ODP, will submit a completed Project Decision Form to the Comptroller, who will arrange for EAG review of the project proposal.

ADMINISTRATIVE AND PERSONNEL UNIT

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5. (A/IUO) During this E&G review process, several management issues were raised. One such issue concerned the rapid computer technology advancements that have resulted in increasingly decentralized ADP applications in the Agency. This has resulted in increasing numbers of personnel performing ADP responsibilities (application design and development primarily) outside of the OOP sub-career service. Every available indication suggests that this trend will continue. An Agency-wide study has questioned whether, given this trend, we should establish an Agency-wide ADP career service, and common, Agency-wide ADP professional standards (feasibility studies, requirements definition, specification standards, and programming standards to name a few). Advantages suggested are uniformity, career mobility throughout the Agency, and comparable advancement opportunities for all ADP professionals. Because of the broad impact of this issue, I am asking that the Deputy Director for Administration formally study these issues and submit a report of his findings to me by 15 December 1978. I would like the report to include a full discussion of:

- the pros and cons of each specific issue;
- alternative solutions and the manner in which each would be implemented and maintained, if approved;
- the definition of an "ADP professional" and the approximate number of Agency personnel that would, if approved, be included in an expanded ADP career service;
- the impact on Agency components with "resident" ADP professionals and ongoing ADP programs; and
- conclusions reached and recommendations offered.

6. (A/IUO) Another issue raised during this review process was the need for a formal, long-range Agency ADP plan. There is some sentiment for this within the Intelligence Community but specific requirements for such a plan have not as yet crystalized. We will give more attention to this issue as future needs dictate.

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